



















CITY OF SALISBURY
City Council
 Outcomes & Goals – FY 2005-06
 Revised at Goal Setting Retreat February 4, 2005

	Complete
	On Track
	Deferred
	Low Cost/Budgeted
	Big Dollars
	One Year Tactical Plan










Outcome 1: Improve neighborhoods and safety for all areas of the City

- ★ 1. Prepare a second five-year Police Department Strategic Plan – Police  
- 2. Implement Crime Control Plan – Police  
- ★ 3. Evaluate an alarm ordinance – Police, Fire  
- ★ 4. Broker projects to improve housing in selected neighborhoods – LM&D  
- 5. Implement the Jersey City neighborhood plan – LM&D  
- ★ 6. Conduct needs assessment to identify additional selected neighborhood(s) – LM&D  
- ★ 7. Evaluate Public announcement methods concerning emergency preparedness – Fire, Police, Utilities  
- ★ 8. Evaluate cost of adding an additional Fire substation – City Manager, Management Services, Fire  



Outcome 2: Expand the tax base and revenue sources

- ★ 1. Identify and promote properties within the City for future in-fill development – LM&D  








Outcome 3: Provide quality Parks and Recreation services

- 1. Continue development of Salisbury Community Park and Athletic Complex – Parks & Rec  
- 2. Complete master plans for individual parks – Parks & Rec   
- ★ 3. Implement Greenway Construction – LM&D, Parks & Rec  
- ★ 4. Implement Open Space Standards through Vision 2020 – LM&D, Parks & Rec  
- ★ 5. Address the questions raised in the “Next Steps” section of the Conference and Convention Center Market Study – City Manager, LM&D, Parks & Rec, Management Services



Outcome 4: Improve appearance and function of the Innes Street Corridor

- ★ 1. Prepare East Innes Street streetscape plan – LM&D  







Outcome 5: Implement Salisbury Vision 2020 Plan

- ★ 1. Adopt standards and ordinances that support implementation of Vision 2020 – LM&D, Management Team  
- 2. Identify opportunities to support Vision 2020 through City operations – LM&D, Management Team   / 
- ★ 3. Consider smart growth standards and incentives – LM&D, Utilities  



Outcome 6: Foster a climate of City-County cooperation

- ★ 1. Support Rowan County's development of a land-use plan with growth corridors – LM&D, Utilities  
- ★ 2. Host a fellowship luncheon for the Rowan County Commissioners – City Council, City Clerk
- ★ 3. Conduct a feasibility study for extending sewer along the I-85/US29 Growth Corridor– City Manager, Utilities















Outcome 7: Attract, retain and develop high quality City employees

- 1. Implement employee training and development plan – Human Resources  
- ★ 2. Implement strategies to recruit employees from diverse populations – Human Resources  
- 3. Develop strategies to attract and retain quality employees – Human Resources  

Outcome 8: Partner with Rowan-Salisbury Schools







- ★ 1. Meet with School officials to determine needs with which the City can assist – City Council, Management Team  
- ★ 2. Communicate City perspectives on issues being addressed by the Rowan-Salisbury School Board – City Council

Outcome 9: Improve overall management of City and departments







- 1. Participate in statewide programs to establish performance standards – Management Services, Management Team  
- 2. Develop system of standards to measure performance and accomplishments for all City departments – Management Services, Management Team  
- 3. Monitor accomplishments in achieving stated standards – Management Services, Management Team  
- 4. Create, monitor, and evaluate departmental strategic plans – City Manager, Management Team  
- 5. Periodically evaluate the status of the City's Outcomes and Goals – City Council, City Manager, Management Team  
- 6. Continue the City's Goal Setting and Future Directions process – City Council, City Manager, Management Team  
- ★ 7. Council to review election methods– City Council  

- ★ 8. Incorporate the “Good to Great” concepts into the City’s culture as a foundation for Salisbury becoming a High Performance Organization – City Manager, Management Team, City Employees
- 9. Incorporate “American Public Values” philosophy in our local government’s decision making and problem solving processes – City Council, City Manager, Management Team











Outcome 10: Implement special initiatives to improve the quality of life for Salisbury citizens

- 1. Participate in the Regional Environmental Sustainability Project – City Council, LM&D, Management Team  
- 2. Provide appropriate training for all boards and commissions – LM&D, Human Resources, Parks & Rec  
- ★ 3. Develop policies and procedures for operating a governmental television access channel – City Council, City Manager, Information Technology
- ★ 4. Evaluate the need for a policy for the development of affordable housing in Salisbury – LM&D, Utilities  
- ★ 5. Serve as a catalyst to create a cultural, historic, environmental and arts identity for our community – City Council, City Manager, Management Team, Downtown Salisbury, Inc., Community Stakeholders














Outcome 11: Improve and enhance Downtown Salisbury

- 1. Partner with DSI to implement the Downtown Salisbury Master Plan – LM&D  
- ★ 2. Conduct a downtown ADA compliance audit – LM&D, Human Resources, Public Services  
- 3. Downtown Salisbury to take inventory of types of businesses that are of interest to young people and make recommendation – Downtown Salisbury  







Outcome 12: Streamline development review process and ordinances

- ★ 1. Continue development of project tracking software – Utilities, LM&D, Information Technology  
- ★ 2. Establish “one stop permitting” – LM&D, Utilities  
- ★ 3. Review construction standards – LM&D, Utilities  
- ★ 4. Seek local permitting authority for utility extensions – Utilities, LM&D  
- 5. Salisbury-Rowan Utilities to update and enforce existing State-mandated plans and programs (necessary to achieve local permit authority) – Utilities, LM&D  
- 6. Develop a communication plan for sharing development processes and ordinances with stakeholders – City Council, City Manager, Utilities

Outcome 13: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust

1. Operations – Utilize resources to effectively and efficiently maintain and operate existing and future equipment, infrastructure, and processes, while providing superior quality water and wastewater services and protecting public health and the environment – Utilities, Management Services  
- ★ 2. Rates/Revenue – Manage the utilities in a manner that optimizes the utilization of resources and enables Salisbury-Rowan Utilities to charge competitive and affordable rates, while providing for capital and operational needs – Utilities, Management Services    (Capital Needs)
3. Customer Service - Provide accessible and responsive services and address customer needs efficiently and accurately – Utilities, Management Services  
4. Human Resources – Attract, retain, and reward a team of qualified employees committed to the Salisbury-Rowan Utilities’ mission – Utilities, Human Resources  
5. Stakeholder Communications – Be proactive in providing information, education, and public communication services – Utilities  
6. Planning and Community-Wide Development – Operate Salisbury-Rowan Utilities according to well-defined plans supportive of the strategic plans of client communities – Utilities  

Outcome 14: Create a positive business climate in Salisbury and Rowan County

- ★ 1. Explore the feasibility of creating a business incubator for Salisbury – LM&D, Management Team, selected Development Organizations  
2. Evaluate the need and options for business incentives – Utilities, LM&D, Management Team, selected Development Organizations  
3. Investigate entrepreneurial loan pool and funding options – City Manager, LM&D, selected Development Organizations, Financial Institutions  
- ★ 4. Foster a customer service attitude among all City workers – City Manager, Management Services, Management Team 